



# Development Leadership Initiative (DLI) Reference Manual

A Mandatory Reference for ADS Chapter 459

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## Development Leadership Initiative (DLI) Reference Manual

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## **Development Leadership Initiative Reference Manual**

This Reference Manual provides important information on the Development Leadership Initiative (DLI). It is designed for Junior Officers (JOs) and Mid-Career Officers (MCOs) that USAID hires under the DLI, as well as for individuals in Washington and USAID Missions who supervise, mentor, and train the new hires. The Reference Manual will be updated as the Agency posts more DLI Officers to Missions and establishes mechanisms to monitor and measure DLI Officers' progress toward achieving tenure.

Additional information about the DLI can be found on the DLI website at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.]**

### **\*I. Roles and Responsibilities**

The roles and responsibilities described below apply to both DLI JOs and MCOs.

#### **A. Agency DLI Coordinator**

The Agency DLI Coordinator is responsible for organizing and administering the planning, recruiting, hiring, assigning, training, coaching, and cost center management related to the initiative. The Agency DLI Coordinator is located in the Office of Human Resources, Office of the Director (OHR/OD), and reports directly to the Deputy Assistant Administrator for Human Resources (DAA/HR).

#### **\*B. Supervisors**

In Washington, DLI JOs have two types of supervisors: a Supervisor of Record and Rotation Supervisors. MCOs generally have only a Supervisor of Record. Initially, the Supervisor of Record is the DLI Officer's supervisor for the period between the completion of the DLI orientation until departure to post, unless the supervisor leaves the Foreign Service or is reassigned to another position. In such cases, USAID assigns a new Supervisor of Record.

The **Supervisor of Record** is responsible for:

1. **Office Support:** Ensuring that the assigned DLI Officer has a work station, telephone, and computer **before** he or she completes orientation. When possible, DLI Officers should be situated in close proximity to their supervisors. The supervisor is ultimately responsible for ensuring that the Administrative Management Services (AMS) staff in his or her Bureau arranges this logistical support. Supervisors must also strive to promote a diverse and inclusive workplace.
2. **Time & Attendance:** Introducing the new employee to the Time & Attendance (Web TA) system and to the office's timekeeper. The supervisor

\*An asterisk indicates that the adjacent information is new or substantively revised.

must ensure that the new DLI employee is transferred from the OHR timekeeper to the office's timekeeper at the beginning of the first full pay period after orientation.

**\*3.** Individual Development Plan (IDP): Assisting the DLI Officer in the formulation of an Individual Development Plan (IDP). The DLI Officer and supervisor work closely with the assigned Coach and Backstop (BS) Coordinator to complete the IDP. Mission involvement is encouraged as early as possible. (See section II.B below for discussion of IDPs.)

**4.** On-the-job Training: Assigning work to the DLI Officer. Work should include substantive matters such as writing briefings, reviewing plans, projects, and program documentation, and attending meetings where decisions are made.

**5.** Annual Evaluation Form (AEF) Work Plan: Putting in place the AEF work plan with the DLI Officer within 45 calendar days of the conclusion of the individual's orientation class. The AEF must include the DLI Officer's role in the organization, work objectives, and performance measures. (See JO Evaluation in Section IV and MCO Evaluation in Section V below.)

**\*6.** Evaluation: Evaluating the DLI Officer at the mid-point and end of the rating cycle. When the DLI Officer transfers to an overseas assignment, the Supervisor of Record sends the appropriate evaluation form to the Supervisor of Record at post. (See JO Evaluation in Section IV and MCO Evaluation in Section V below.)

**7.** Orientation to USAID: Helping the DLI Officer build professional networks and receive broad Agency exposure. This includes ensuring that the DLI Officer arranges appropriate rotations and encouraging participation in a range of training opportunities (for example, technical briefings, brown bag sessions, and formal training courses).

**8.** Delegating supervision when necessary: Arranging for and preparing someone to take over the role of supervisor when on temporary duty or leave.

\*The **Rotation Supervisor** is responsible for:

**\*1.** Rotation Memo: Working with the Supervisor of Record and DLI Officer to complete a memo that defines a scope of work for the rotation assignment; addresses specific skills or competency gaps in the IDP; records the supervisor/supervisee relationship; and specifies the timing of the rotation.

**2.** Evaluation: Evaluating the performance of the DLI Officer by completing a Rotation Evaluation Memorandum or, if the rotation exceeds 30 days, an [Appraisal Input Form \(AIF\), form a400-1B](#).

**C. USAID/Washington (USAID/W) Bureaus and Independent Offices (B/IOs)**

USAID/W B/IOs are responsible for:

1. Working with Backstop (BS) Coordinators to identify and assign DLI supervisors; and
2. Working with Missions on a regular basis to assess short and long term staffing needs, training capacity, and space availability.

**\*D. Backstop Coordinators**

\*Senior management for each Backstop (BS) designates an experienced Foreign Service Officer (FSO) to serve as BS Coordinator. The BS Coordinator works with OHR and other B/IOs to provide support for DLI recruitment, hiring, supervision, orientation, and guidance. DLI Officers are informed of their BS Coordinators during orientation. BS Coordinators are responsible for:

1. Representing and supporting the Backstop in a variety of roles to recruit, select, and orient the DLI Officers for their assignments. This includes:

- Coordinating the preparation of technical selection materials (case studies, interview questions, etc.);
- Ensuring appropriate Technical Selection Panel participation;
- Participating in DLI orientation sessions, as appropriate; and
- Participating in workforce planning and first assignment meetings.

- \*2. Selecting (as necessary) or verifying that USAID/W B/IOs have identified supervisors for all incoming DLI Officers.

3. Coordinating supervisors' participation in the DLI orientation.

4. Providing support, guidance, and quality control to supervisors and DLI Officers in developing Individual Development Plans (IDPs) and rotations.

- \*5. Working with the DLI Officers' supervisors, various Bureau personnel, and Administrative Management Services (AMS) staff to ensure that DLI Officers have necessary logistical support (such as work stations, computers, and telephones). As necessary, BS Coordinators will be called upon to make arrangements for this support.

6. Working with other technical officers to develop and implement necessary technical training for the DLI Officers.

#### **E. Coaches**

The Office of Human Resources, Foreign Service Personnel Division, Special Programs team (OHR/FSP/SP) Specialist assigns a coach to each new DLI Officer (JO and MCO). The coach begins meeting with the DLI Officer during orientation. Coaches are retired Foreign Service Officers (FSOs) who advise new DLI Officers as they prepare for their directed assignments and navigate through the USAID culture. Coaches work with the DLI Officers' supervisors and others to ready the new hires for their Foreign Service careers. Coaches are responsible for:

1. Supporting DLI outreach and recruitment efforts.
2. Attending designated DLI orientation classes to help DLI Officers acclimate to USAID.
3. Reviewing the USAID promotion and tenure precepts with each newly hired DLI Officer early in the orientation so that he or she is familiar with FSO requirements.
4. Assisting their assigned DLI Officers in assessing their individual skills and competencies as they develop their IDPs. (Coaches are also a good source of information and guidance for DLI supervisors regarding the IDP process.)
5. Assisting their assigned DLI JOs to plan rotations and training courses in Washington.
6. Providing their assigned DLI Officers with guidance on how to navigate and be successful in the USAID culture.

#### **F. Training Advisors**

The DLI Training Advisors work with the Agency DLI Coordinator, Backstop Coordinators, the Office of Human Resources Foreign Service Personnel Division, the Office of Human Resources Training and Education Division, the Foreign Service Institute, USAID Mission staff, and others to plan, implement, and monitor efforts to prepare DLI Officers for their careers in USAID.

The DLI Training Advisors coordinate the provision of formal training, on-the-job training, and professional development mentoring to the DLI Officers. To accomplish these tasks, the DLI Training Advisors are responsible for:

1. Working with the DLI staff in Washington and in the field to ensure that DLI Officers experience a smooth transition throughout their entire professional development experience.
2. Organizing and scheduling many of the post-orientation training courses required for all new-hire DLI Officers.
3. Working with the BS Coordinators and others to plan, organize, schedule, and track backstop-specific training for new DLI Officers.
4. Organizing and implementing program management training, such as "Introduction to USAID Programming."
5. Working with USAID language training staff to plan and implement required language training for new-hire DLI Officers.
6. Working with BS Coordinators, other trainers, and the DLI Officers themselves to create and maintain training Web sites, wikis (social networking), and other tools.

#### **G. Office of Human Resources (OHR) Staffing Specialists**

Staffing Specialists located in two branches of OHR support DLI Officers on personnel matters. These OHR Staffing Specialists are in the Foreign Service Personnel Division in the Special Programs team (OHR/FSP/SP) and in the Foreign Service Staffing Branch (OHR/FSP/FSS).

During DLI orientation, the specialist on the Foreign Service Personnel Division Special Programs Team provides the staffing support. After the DLI Officer completes orientation and is notified of his or her first overseas assignment, a Staffing Specialist from the Foreign Service Staffing Branch supports the DLI Officer's transfer to post.

Before and during the DLI Officer's orientation, the OHR/FSP/SP Specialist is responsible for the following staff support functions:

1. Serving as the initial point of contact on personnel matters related to joining the Agency;
2. Setting salaries within the range of the applied position (based on the applicant's salary history and USAID's standard required procedures);
3. Extending the job offer;
4. Acting as point of contact for all administrative management (matters regarding insurance, residency, tax withholding, for example).



5. Entering the new DLI Officer's data into the payroll (National Finance Center) and Time & Attendance systems; and

6. Reviewing and deciding on prior service credit for leave accrual.

A list of OHR/FSP/SP Specialists can be found here: [http://inside.usaid.gov/HR/meet-ohr.cfm#CP\\_JUMP\\_12786](http://inside.usaid.gov/HR/meet-ohr.cfm#CP_JUMP_12786). [Note: This Web site is only available on the USAID intranet.]

Once the Agency DLI Coordinator approves overseas assignments, OHR assigns a Staffing Specialist from the Foreign Service Staffing Branch to support the DLI Officer's transfer to his or her first overseas assignment. The OHR/FSP/FSS Specialist is assigned to the officer based on the country of assignment. After the DLI Officer completes orientation and is notified of the Mission where he or she is assigned, the OHR/FSP/FSS Specialist who covers that country then becomes the point of contact for all administrative processing and logistical arrangements. The FSS Specialist has a Human Resources (HR) assistant who may be contacted in the absence of the specialist.

The OHR/FSP/FSS Specialist is responsible for the following staff support functions:

1. Sending out the official assignment cable to notify the DLI Officer's Mission of the posting.
2. Counseling the DLI Officer with regard to shipment of effects, passports, visas, allowances and benefits, travel authorization preparation and processing, medical clearance update, immunizations, and mandatory training. (See section II.C on training.).

The names and contact information for FSS Specialists can be found here: [http://inside.usaid.gov/HR/services\\_a-z.cfm#F](http://inside.usaid.gov/HR/services_a-z.cfm#F). [Note: this Web site is only available on the USAID intranet.]

#### **\*H. OHR Assignment and Performance Counselors (APCs)**

\*OHR Assignment and Performance Counselors (APCs) are FSOs who provide counseling and guidance to other FSOs on career development. The APCs are assigned specific responsibilities for backstops. The FSS specialist advises each DLI Officer of his or her APC. The names and contact information for the APCs can be found here: [http://inside.usaid.gov/HR/services\\_a-z.cfm](http://inside.usaid.gov/HR/services_a-z.cfm). [Note: This Web site is only available on the USAID intranet.]

Under the DLI, APCs are responsible for:

1. Coordinating and chairing, as required, the Technical Selection Panels for the selection of pre-employment candidates for the DLI.

**2. Providing DLI Officers with information and direction concerning Agency Foreign Service policy directives and required procedures, including**

- Assignments,
- Conduct and performance issues (employee and supervisor), and
- Exceptions to Agency policy, tenure, promotion, and performance appraisals.

**I. Counseling and Crisis Referrals Official**

USAID's Resident Professional Counselor/Social Worker has worldwide responsibilities relating to employee (including DLI Officers) counseling, crisis response, and staff development. As such, he or she is responsible for:

1. Providing confidential, one-on-one private counseling and crisis referral services to all USAID employees and their families, whenever necessary and appropriate.
2. Providing technical expertise to Agency management on such issues as workplace stress and its effects on employees, particularly in high threat posts.
3. Providing information on the mental health implications of, and appropriate interventions for, a broadly dispersed, multi-cultural, globally deployed workforce.
4. Serving as a point of contact for resources both in the U.S. and in the field, including at the Department of State, Office of Medical Services (DoS/MED), State Employee Consultation Services (ECS), and other U.S. Government agencies with an overseas presence.

**\*J. Missions**

OHR recommends that Missions have a designated Mission DLI Coordinator.

The Mission Director and Mission staff (often the DLI Coordinator, if there is one) are responsible for:

1. Making regular assessments of the Mission's short and long-term staffing needs, training capacity, and space availability (and reporting to USAID/W as noted in I.C.2).
2. Working with the Agency DLI Coordinator to ensure that the U.S. Chief of Mission has approved the DLI Officer position(s) through the National Security Decision Directive 38 (NSDD-38).

3. Working with the DLI Officer, the Backstop Coordinator, and the Agency DLI Coordinator – perhaps using the DLI Officer's IDP - to establish a Memorandum of Agreement (MOA). The MOA serves as a deployment and training funding request memo for DLI JOs (and MCOs when appropriate). (See section II.D. 3 and 4 below for information on the MOA.)

\*4. Assigning Mission supervisors and mentors during the DLI Officer's Mission assignment to carry out the responsibilities outlined in I.B. above.

5. Performing tasks necessary for establishing DLI Officers in their assignment country, including helping them and eligible family members settle into housing (when required), and submitting a budget request to the Agency DLI Coordinator for their overseas support costs.

\*6. Structuring a training program for DLI Junior Officers that includes:

- Ongoing work assignments with the Mission home supervisors,
- Formal training,
- Rotation assignments, and
- A full range of other professional development activities that will provide a challenging and professionally satisfying first-tour experience.

Some Missions have developed Missions Orders, describing how the DLI program is implemented. To create your Mission Order, please see the DLI Web site at <http://inside.usaid.gov/HR/fso/dli.cfm> for samples. **[Note: This Web site is only available on the USAID intranet.]**

## **II. USAID/Washington-Based Activities**

Most DLI Officers remain in USAID/W for a minimum of four months. All DLI Officers begin their employment with an orientation course (generally four or five weeks), followed by approximately three to twelve months of rotations and training in USAID/W, including language training, if needed.

The DLI Officer's home Bureau and Backstop Coordinator direct these trainings and rotations in accordance with the individual's level of prior USAID experience, personal training needs, and timing of language training. Once USAID/W training is complete, DLI JOs deploy for a two-year directed assignment that allows them to continue their learning. DLI MCOs deploy into established or newly created positions and follow the established Foreign Service career path.

\*An asterisk indicates that the adjacent information is new or substantively revised.

## **A. Orientation**

DLI Officers join USAID in classes that provide an opportunity to bond and network as a group. During orientation, the Agency gives each DLI class a broad overview of Agency operations and programs that serves as the foundation for their upcoming training.

Activities include:

- Swearing-in (induction) and benefits processing,
- Presentations on the USAID organizational structure, policies, programs, and operational issues;
- The Individual Development Plan;
- The Foreign Assistance Framework;
- The Agency's approach to strategic planning, programming, and performance accountability; and
- A seminar on interpersonal skills and business practices.

Orientation concludes with graduation and transition to home offices.

## **\*B. Individual Development Plans**

\*The Individual Development Plan (IDP) is a written plan that lays out a two-year course of action so that each DLI Officer can develop or enhance essential skills to succeed as a journeyman FSO. As per [ADS 458.3.3.5](#), USAID requires that employees and supervisors must develop an IDP and update it annually. The IDP is not an official OHR document and will not be part of the employee's official file; it is intended primarily for the officer's own use in guiding and tracking his or her development.

Toward the end of orientation, each DLI Officer evaluates his or her past experience and training against a list of "competencies" established at the appropriate grade level (FS 06 for JOs and FS 03-02 for MCOs). These competencies constitute the important skills that new DLI Officers should possess or otherwise acquire through practical experiences during training. The competencies relate to the Foreign Service (FS) Skills Matrix against which USAID evaluates FS employees. (See [USAID form a461-4](#).) The assessment of the DLI Officer's existing skills, in relation to the Skills Matrix, shapes each officer's IDP.

Shortly after orientation has concluded, each DLI Officer works with his or her supervisor and coach to develop an IDP that addresses competency gaps – areas that need to be developed or strengthened. The IDP should include Agency core skills and occupational/technical field (backstop)-specific training, either required or

\*An asterisk indicates that the adjacent information is new or substantively revised.

recommended, during the two to three-year training period for JOs and initial Entry on Duty training period for MCOs. See the DLI Web site at <http://inside.usaid.gov/HR/fso/dli.cfm> for samples and additional guidance on writing the IDP. **[Note: This Web site is only available on the USAID intranet.]**

DLI Officers should record all training, including rotations, in their IDPs. To develop the skills articulated in their IDPs, DLI Officers primarily:

- Attend both formal and informal, and limited on-the-job training while in Washington, followed by:
- More extensive on-the-job training and additional training as required at their Mission of assignment.

OHR encourages DLI Officers to communicate early with their future field supervisors regarding planning work assignments, training, and rotations so that they are as well prepared as possible for their first overseas work assignment.

Once overseas, the DLI Officer will work with his or her assigned Mission Supervisor to refine and update the IDP. Some Missions may develop their own training plans (for example, the DLI checklist), which incorporate information contained in the DLI Officer's IDP. (For a sample DLI checklist, see Attachment A, page 13, of USAID/Peru's Mission Order on HR's DLI Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>.) **[Note: This Web site is only available on the USAID intranet.]**

The supervisor's job is to help DLI Officers assess their competencies and identify what they must do to develop them against the skill areas listed in the FS Skills Matrix. The IDP is an evolving document dependent on the identified training needs and the intersection of training opportunities to meet those needs.

### **\*C. Training**

After orientation, DLI Officers proceed to their home offices, initiate the first draft of their IDP, establish an Annual Evaluation Form (AEF) Work Plan and start their work plan. (See section IV, DLI JO Evaluation and section V, MCO Evaluation, for additional information on the AEF process.) All DLI training (on-the-job, formal, and e-training) should be focused on gaining proficiency in technical and Agency core skill sets required for the DLI Officers to be successful in their specific skill category (backstop).

It is important that, to the extent possible, the DLI Officer attain a balance of both technical and Agency core skills during the limited time spent in Washington in order to provide a base foundation for training at post.

Depending on language training needs, new DLI Officers may spend up to an additional six to nine months in Washington, and then proceed to post shortly after completion of language training.

\*An asterisk indicates that the adjacent information is new or substantively revised.

**\*1. Rotations/On-the-Job Training – Junior Officer (JO)**

See

[http://developedia.usaid.gov/wiki/index.php?title=DLI\\_Rotation\\_Opportunities](http://developedia.usaid.gov/wiki/index.php?title=DLI_Rotation_Opportunities) for a list of potential JO DLI rotations.

**[Note: This Web site is only available on the USAID intranet.]**

Supervisors work with their assigned DLI Officers to ensure that the officers undertake effective and appropriate rotations. The purpose of rotations is to attain required knowledge, skills, and abilities, and to establish professional networks. In general, there is only time for DLI Officers to complete a maximum of two rotations while in USAID/W. These are best done in specific areas of their backstop; for example, Program Officers should rotate in the Regional Program Office and with a USAID employee who covers a specific country or countries (the “desk” officer). Supervisors can arrange “mini” informational rotations of several days in areas considered important to the country assigned to the DLI Officer.

During the rotations, assigned tasks should emphasize strengthening weak points, rather than taking advantage of the officer’s current expertise and knowledge.

DLI JOs with significant USAID experience (for example, DLI JOs who worked in USAID/W as direct-hire, Civil-Service employees, or at overseas USAID Missions as U.S. Personal Services Contractors or as Foreign Service Limited employees) may not be required to participate in Washington rotations except for “gap-filling” training needed for professional development.

OHR makes this determination on a case-by-case basis, in coordination with the Backstop Coordinator.

**\*2. Rotations/On-the-Job Training – Mid-Career Officer (MCO)**

Depending on identified training needs, an MCO may participate in rotations as described in the JO Rotation/On-the-Job Training section above. However, rotations will not be required of many MCOs. Mid-Career Officers are expected to place priority on carrying out the duties of the positions to which they are assigned while completing “gap-filling” training needed for their professional development.

**3. Formal Training, Including Technical and Online Training**

OHR is responsible for managing all core training requirements under the DLI. The responsible B/IOs manage backstop-specific technical training. Each DLI Officer is responsible for preparing the necessary enrollment documents for all training. DLI Officers should consult their supervisors and AMS staff in their

home office for information on the process for completing and approving training requests.

OHR has identified a curriculum of required courses for DLI Officers. The current list of required courses with instructions for enrolling can be found on the DLI Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.]**

Training plans are meant to meet the needs of the DLI Officer and the assigned Mission. To that end, OHR offers the Programming Foreign Assistance, Program Design and Management, Contracting Officer's Technical Representative/Assistance Officer's Technical Representative (COTR/AOTR), and Supervisory Skills courses both in Washington and in the field.

Decisions about when to take each of these courses are based on the needs and schedules of the individual officer and the Mission to which he or she will be assigned. Therefore, course timing will vary among the DLI Officers. Some officers will take all of these courses after arriving at post. Other DLI JOs and MCOs will complete some of the courses, particularly the Programming Foreign Assistance training, before departure to their assigned Missions. In certain cases, when directed by the Backstop Coordinator and the Mission supervisor, the DLI JO or MCO may complete all of these courses before departure.

Agency core courses and many Bureau technical courses can be found at the USAID University intranet at <http://inside.usaid.gov/HR/university/index.cfm>.

Note: Users need a password to log in to the USAID University. Instructions for obtaining a password and logging in are found at the bottom of the "Welcome to USAID University" link on the home page.

A link to course schedules can also be found on the USAID University homepage at <http://inside.usaid.gov/HR/university/courseSchedules.cfm>. **[Note: This Web site is only available on the USAID intranet.]** This information is updated on a regular basis.

When registering for courses at USAID University, note that supervisors must give online approval before registrants can take a course. For registration for overseas regional course offerings, the DLI Officer must complete the online registration no later than 45 calendar days prior to the course start date to allow for finalization of arrangements, including shipment of course materials.

With respect to non-language, backstop-specific training, DLI Officers should work with their supervisors, Backstop Coordinators, and Bureau technical offices to identify training. The current list of required and recommended training for all backstops may be found on the DLI Web site at

**<http://inside.usaid.gov/HR/fso/dli.cfm>. [Note: This Web site is only available on the USAID intranet.]**

\*For courses that are not required, individual Bureaus and relevant Independent Offices must request funding for training from the Agency DLI Coordinator while the DLI Officer is posted to Washington. The DLI Training Advisor and Budget Analyst must review the request, and the Agency DLI Coordinator must give his or her approval.

\*Upon approval, OHR notifies the technical office in the requesting Bureau that funding has been transferred for the training. The technical office in the Bureau is then responsible for processing training requests and sending notification of completion of courses to OHR's Training and Education Division.

#### **\*4. Language Training**

USAID's Foreign Language Program strengthens the ability of Foreign Service Officers to implement USAID's programs as mandated by Congress.

The USAID Foreign Language Program objectives ensure that:

- a. Overseas language-designated positions are staffed with employees who meet position language requirements; and
- b. Employees meet language requirements for tenure.

\*If OHR determines that a new DLI Officer does not already meet one of these objectives, the officer must complete foreign language training prior to departing for the initial assignment. Language training for tenure for all Foreign Service Career Candidate Officers may **not** be postponed, curtailed, or interrupted.

\*Thus, USAID expects that the DLI Officer will only take leave before language training begins or after language training has been completed, not during. Any request for leave arising from exceptional circumstances during language training requires the approval of the DLI's supervisor in coordination with the officer's OHR/FSP staffer and the DLI Language Training Advisor. The Agency DLI Coordinator and respective Bureaus make every effort to ensure that DLI Officers are proficient in a language for tenure prior to leaving for post.

\*Generally, the determination of which language is to be studied or whether a new Foreign Service Officer requires language training involves multiple factors:

- a. Language designation of positions at post;
- b. Languages the new Foreign Service Officer previously studied;
- c. Self-Assessment of proficiency in languages; and



d. Language spoken in the country to which the officer is assigned. To meet language tenure requirements, career candidates must achieve an FSI-tested proficiency of S-3/R-3 for French, Spanish, or Portuguese. For tenure qualification for other languages on USAID's tenure list, career candidates must achieve an FSI-tested proficiency of S-2/R-1 or S-2/R-0, depending on the language. For more information on USAID's Foreign Language Program, see [Interim Update 09-02, "Responsibilities for USAID's Foreign Language Program."](#)

OHR/FSP staff will register officers for training in a USAID-useful language until each officer:

- a. Achieves the tenure requirement; or
- b. Achieves the required level of proficiency in the designated language; or
- c. Exhausts the allotted training time (generally not to exceed 36 weeks).

\*If the DLI Officer exhausts the allotted training time (generally not to exceed 36 weeks) and does not achieve the required language level for tenure, but wishes or needs to proceed to post, a waiver Memorandum of Understanding (MOU) and Mission concurrence are required for an exception.

\*This MOU will document that the DLI Officer must obtain additional language training on his or her own to meet foreign language proficiency requirements for tenure. USAID will pay only for additional language **testing** at the Foreign Service Institute (FSI). **All other costs are the responsibility of the DLI Officer.** The original of the MOU is retained by the FS Staffing Specialist with copy to the employee, the Mission, and the employee's work file.

\*For a sample language requirement waiver MOU, see the DLI Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>.) **[Note: This Web site is only available on the USAID intranet.]**

\*Lastly, FS employees may receive language incentive payments if they have a current (within the last five years) FSI-tested proficiency of S-3/R-3 or higher in an incentive language of the post to which they are assigned. **ADS 438, Foreign Language Program**, will provide additional guidance on language incentive pay. **[Note: This new ADS chapter will be published shortly.]**

#### **\*D. Assignments**

##### **1. Determining Assignments – Junior Officers (JOs)**

The Agency DLI Coordinator, in consultation with Regional Bureaus, field Operating Units, and technical offices, determines a DLI JO's first, directed assignment overseas. Information the DLI JO provides on professional experience, language capabilities, and other personal factors that might affect assignments is usually considered.

The goal is to assign entry-level officers to well-staffed Missions (both bilateral and regional) with experienced officers who can develop and supervise assignments, mentor, and evaluate the progress of the JOs. Initial assignments are based primarily on Operating Unit capacity to develop young officers.

## **2. Determining Assignments – Mid-Career Officers (MCOs)**

The first overseas posting for Mid-Career Officers is also a directed assignment (that is, determined by OHR). MCOs are assigned to unfilled, appropriately graded positions (sometimes in critical priority countries) that have been available for bid by career FSOs at least once during the bidding cycle and all cycle updates. On an exceptional basis, a limited number of MCO assignments may be made to fill positions in key backstops in which the Agency has a critical shortage of mid-level personnel.

While an appropriate period of orientation may be required, MCOs are not considered trainees. OHR works closely with BS Coordinators, Regional Bureaus, and Missions to identify MCO assignments.

## **3. Deployment Memorandum of Agreement (MOA) – Junior Officers (JOs)**

Before a DLI JO is deployed to the field, Mission and Washington staff collaborate to create a Memorandum of Agreement (MOA) to document the DLI Officer's deployment and training expectations and the Mission roles and responsibilities.

The MOA also documents the Mission's understanding that the DLI Officer is not expected to fill a vacant position and will need to complete required training. The MOA should include information from the DLI Officer's IDP and, at a minimum, should outline the rotations, trainings, and possible Temporary Duty (TDY) rotations that the DLI Officer may expect throughout his or her first tour. Development of the MOA should be a collaborative effort among the DLI Officer, his or her Washington supervisor and Backstop Coordinator, and the Mission.

As soon as the DLI receives the assignment country, the DLI Officer should send his or her Mission Supervisor and the Mission's DLI Coordinator the IDP. Ideally, this should be done before the Mission has begun to prepare the initial MOA. (The IDP should have been drafted within four weeks after orientation ends.)

The DLI Officer then consults with his or her Mission Supervisor and Backstop Coordinator to agree on the employee development plan that will form the basis for the MOA. The Mission DLI Coordinator or other responsible official then drafts the MOA and sends it to the DLI Officer within one month of receiving the IDP.

The DLI Officer reviews, signs, and returns the MOA to the Mission within one week of receiving it. (Any revisions to the MOA should be agreed upon within this week, if possible.)

The Mission Director (or designee) then signs the final Deployment Memorandum of Agreement and forwards it with a budget and Action Memo to USAID/W for review by the OHR Budget Analyst and final approval by the Agency DLI Coordinator.

The OHR budget analyst sends copies of the executed MOA back to the Mission and to the Bureau AMS Officer and Controller within one week of receipt of the returned MOA. Ideally the MOA approval should be completed four to six months prior to the DLI Officer's arrival at post. For help in preparing your MOA, see the Memorandum of Agreement Checklist on the DLI Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.]**

The Memorandum of Agreement should contain the following information:

- A clear delineation of the responsibility of the Mission supervisor to support the employee's Individual Development Plan (IDP) and the Agency's annual evaluation process;
- Identification of the DLI Officer's Mission coach or mentor and responsibilities;
- Identification of the DLI Officer's responsibilities;
- Delineation of the DLI Officer's support budget for the duration of the assignment; and
- Illustrative training and rotation plan to justify the funding requested.

NOTE: DLI Officers do not have control over funds transferred to their Missions to support training and other costs associated with their assignments. Once the officer begins his or her assignment, those funds become part of the Mission's overall Operating Expense (OE) budget controlled by Mission management. The Mission will fund all required trainings for which funding was requested in the Deployment Memorandum; however, the Mission may not be able to allocate funds for a DLI Officer to make up a mandatory training that he or she has

missed (for example, by scheduling annual leave during a time when the Mission offered the training).

Refer to the sample MOA on the DLI Web site at

**<http://inside.usaid.gov/HR/fso/dli.cfm>** for an example of a deployment and training MOA. **[Note: This Web site is only available on the USAID intranet.]**

#### **4. Deployment Memorandum of Agreement (MOA) – Mid-Career Officers (MCOs)**

Mission and Washington staff collaborate to prepare the Memoranda of Agreement for Mid-Career Officers (MCOs) in much the same fashion as for JOs. Although MCOs in their first assignment may be provided some additional orientation or training on Agency-specific policies and operations, the text of the MOA will not include a training and rotation plan. MCOs are expected to carry out the duties and responsibilities required of the position they fill as soon as practicable.

There are two different DLI program support scenarios for an MCO's first assignment. These depend upon whether the MCO is assigned to an existing position that is already in the Mission's staffing plan, or will be one of the very small number of new permanent FSO positions created under the DLI Initiative in key backstops in which the Agency has a critical shortage of mid-level personnel. The appropriate scenario will be described in the MOA.

Scenario 1:

For MCOs assigned to existing positions, support costs are generally provided by the Missions to which they are assigned. Thus, that MOA should provide only for the additional orientation or Agency-specific training that the MCO will need at post.

Scenario 2:

For a new MCO position, the program support costs should include full, standard, overseas support costs. This applies to a new position that is unfunded but validated or a new position that is established in consultation with AFSA to meet a critical Agency need for which no qualified regular FSO is available. Support costs should also include the appropriate Agency-specific orientation or training required for the MCO at the post.

While the MOA for MCOs utilizes the same template and format as the JO DLI MOA, the references to JOs in the template should be deleted, and the MOA template should be customized as above. (See the sample MOA template on the DLI Web site at **<http://inside.usaid.gov/HR/fso/dli.cfm>**.) **[Note: This Web site is only available on the USAID intranet.]** The Mission Director (or designee) signs the MOA and forwards it to USAID/W for the OHR Budget Analyst's review and the Agency DLI Coordinator's final approval.

## 5. Eligible Family Members (EFMs) and Members of Household (MOHs)

Information on Eligible Family Members can be found in the Foreign Affairs Manual (FAM) at [3 FAM 7121](#). Information on Members of Household can be found at [3 FAM 4180](#) and also at [12 FAM 442](#). See also [ADS 436, Foreign Service Assignments and Tours of Duty](#), and Agency Notice 1070 at <http://iapp1.usaid.gov/notices/notDetail.cfm?msgid=19433&currmo=10&curryr=2010&prevnext=no> for information on assignment of Foreign Service couples (including both married and same-sex domestic partners). **[Note: This document is only available on the USAID intranet.]**

**3 FAM 4180** defines MOHs as “those persons who have accompanied or join an employee assigned abroad and who the employee has declared to the Chief of Mission are part of his or her household, who will reside at post with the employee, and who are other than legitimate domestic staff. MOHs do not include those persons who are ‘family members’ or ‘eligible family members’ within the meaning of the FAM.” For additional information, see the MOH Resource Guide on the DLI Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.]**

### E. Departing for Post

DLI Officers should be in as close communication as possible with their post of assignment prior to departure. Typically, the Executive Officer or Mission DLI Coordinator at a post initiates contact with newly assigned staff to share critical information on

- Travel to post
- Housing
- Schooling for dependent children
- Spousal employment opportunities
- Medical services and other relevant information

If this does not happen, the DLI Officer should initiate contact. DLI Officers should also communicate with their supervisor at post to begin discussing their MOA, as noted in paragraph II.D.4.

### **PRIOR TO TRAVEL, THE DLI OFFICER MUST ALLOW SUFFICIENT TIME TO UNDERTAKE AND COMPLETE THE FOLLOWING STEPS NECESSARY FOR OBTAINING A TRAVEL AUTHORIZATION:**

1. Once the country of assignment is determined, the DLI Officer meets with his or her OHR staffer to discuss the timeline for departure to post.

The staffer will prepare the travel authorization (TA) and explain the range of benefits and allowances that are available when a Foreign Service Officer transfers to an overseas assignment.

A TA is the official document that funds

- The travel to post
- Diplomatic passports
- Visas
- Storage of household goods
- Shipment of air and sea freight
- A personal vehicle for the posting

**OHR staffers usually prepare TAs approximately four to six weeks prior to departure.**

2. OHR prepares TAs contingent on written Mission approval and assurance of funds availability to cover the travel and shipping arrangements. **The DLI Officer should verify with the Mission that it has sent the required approval to OHR.**

3. After preparing the TA, the OHR staffer sends it to the USAID Travel Office for processing.

4. The DLI Officer may begin making travel and shipping arrangements even while awaiting issuance of the TA. The DLI Officer should contact USAID's contracted travel management center (TMC) to make tentative reservations. (Tickets will not be issued until the contracted TMC receives the approved TA – see #6 below). Information about booking travel may be found on the USAID intranet at: **<http://iapp1.usaid.gov/notices/notDetail.cfm?msgID=18243&currmo=3&curryr=2010&prevnext=no>**. For more information about arranging official travel see the guide "Arranging Official Travel and Hotel" on the DLI Web site at **<http://inside.usaid.gov/HR/fso/dli.cfm>**. **[Note: This Web site is only available on the USAID intranet.]**

5. DLI Officers and any eligible U.S. citizen family members listed on the employee's travel orders must have a diplomatic passport. The DLI Officer may want to initiate the process to obtain the diplomatic passport immediately upon receiving his or her post assignment. (See the [Classified VPS Web site](#) for guidance on obtaining diplomatic passports.) The passport process can take four to six weeks for routine requests (possibly longer during the heavy transfer season between May and October).

The employee must return the completed application(s) for processing by Classified Visa and Passport Services in the USAID Travel Management

Center, located in room C1-7 on the concourse level of the Ronald Reagan Building. The transaction fee for passports and visas is a separate authorization included on the assignment-to-post TA.

**Note: the DLI Officer may be required to pay upfront for the cost of the passport (and visas, if there is a concern about the time required to obtain visas) and request reimbursement on the travel voucher if the TA will not be ready in sufficient time.**

6. DLI Officers must pick up the completed TA from their OHR staffer and deliver it to the USAID Travel Agent. The completed TA allows the USAID Travel Agent to issue the tickets.

7. DLI Officers must work with the Office of Management Services/Travel and Transportation Division (M/MS/TTD) to arrange for packing of their household goods, shipping them to post, and storage of those goods left in the U.S.

The Travel Office will assign a moving contractor for these tasks and can provide guidance for employees on specific transportation related questions. A pack-out can be scheduled without a Travel Authorization (TA); however, the final TA must be provided **five days** prior to the actual pack-out date.

The employee is responsible for contacting and making the arrangements with the moving contractor. During the summer season (May 1st to September 30th), employees need to make pack-out arrangements six to eight weeks in advance of their departure date.

Typically, employees pack one to two weeks prior to actual departure. USAID authorizes a per diem for employees and family members to cover 10 days of temporary lodging prior to departure to accommodate them once their household goods are packed.

**Note that the authorized funding through the TA for lodging must be in place, and the packer must have all the necessary documents issued by the Travel Office to pack, store, and ship household goods.**

Read the guide, "It's Your Move," prior to packing! The guide is available on the DLI Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.]** Please also note that this booklet was created for Department of State employees; therefore, some of the information it contains, particularly on shipping allowances and transit times, does not apply to USAID employees. Questions on Transportation Regulations should be referred to the respective USAID Counselor for further guidance/clarification.

**8.** The DLI Officer should also contact his or her shipping counselor in M/MS/TTD to assist in scheduling the move. The names and contact information for USAID's Transportation Specialists/Counselors are listed below. **Contact should be made at least four to five weeks before departure (six to eight weeks if the departure is between May 1 and September 30).**

A-F: Kurt Smith – [KuSmith@USAID.gov](mailto:KuSmith@USAID.gov) - 202-712-1813

G-K: Emily Davis - [EDavis@USAID.gov](mailto:EDavis@USAID.gov) - 202-712-1916

L-O: Bryant Wisdom – [BWisdom@USAID.gov](mailto:BWisdom@USAID.gov) - 202-712-0741

P-T: Diego Yanez - [DYanez@USAID.gov](mailto:DYanez@USAID.gov) - 202-712-0227

U-Z: Issac Johnson – [IJohnson@USAID.gov](mailto:IJohnson@USAID.gov) - 202-712-1675

**9.** In most instances, employees may ship one personal vehicle to post as authorized by the TA. The DLI officer will need to coordinate arrangements with the Travel and Transportation Division to have the vehicle shipped to post.

**10.** Employees and dependents must have a valid medical clearance in order to depart for post. DLI Officers should have the State Department Medical Unit confirm their medical clearance and forward it to their OHR specialist. Answers to frequently asked questions about medical clearance can be found at <http://careers.state.gov/officer/faqs.html#Med>.

A comprehensive checklist of all the steps to be completed before leaving for post can be found at the "Getting to Post" guide on the DLI Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.]**

### **\*III. Mission-Based Activities (Junior Officers Only)**

The guidance in this section does **not** apply to Mid-Career Officers (MCOs). Most MCOs fill existing vacancies, often in critical priority countries, and do not encumber training positions. (MCOs may, however, complete training identified in their Individual Development Plan/Memorandum of Agreement.)

The new DLI Junior Officer (JO) works with his or her Mission Supervisor of Record to refine the two-year Individual Development Plan (IDP) or incorporate it into the Mission's own training plan for DLI Officers.

Mission management must ensure that DLI JOs have the opportunity to implement their training plans through rotations to other offices and through formal training, including online and flexible on-the-job training.

To gain a comprehensive understanding of how the Agency conducts its business, as well as how to operate in a Mission environment, the DLI Officer should be exposed to multiple Mission functions and responsibilities. (For more information, see Section IV below about work objectives.)

\*An asterisk indicates that the adjacent information is new or substantively revised.



### **\*A. Rotations/On-the-Job Training**

Overseas, the bulk of the training and learning for DLI JOs is through well-programmed on-the-job training and/or rotations in various Mission offices. Flexibility should be built into the rotations. It is important that the DLI JO be in the rotation office when an activity takes place from which they can gain requisite skills and competencies. In many instances, a JO will gain these skills and competencies in offices outside their typical assignment.

For example, program officers might work on an Operational Plan while in the program office and participate on a Technical Selection Panel while in the technical office.

Similarly, a technical officer could work on a large strategic Scope of Work in a technical office and sit in on a contract negotiation during a rotation to the Contracting Office. A technical officer might also work on a pipeline analysis of the home technical office's portfolio while in the Financial Management Office.

Recognizing that DLI JOs assigned to smaller Missions might not be exposed to broad technical and support office portfolios, OHR suggests that these officers take rotations to regional support Missions where they could rotate through offices such as Contracting, Executive, and Financial Management. Conversely, DLI JOs assigned to large or regional Missions might benefit from exposure to operations at smaller posts. While DLI Officers may request and propose temporary duty (TDY) opportunities to other USAID Missions, all TDY requests must be coordinated through the DLI Officer's supervisor, the Mission DLI Coordinator, and the Mission front office.

Regular feedback sessions among the JO, the supervisor, and the Mission DLI Coordinator are essential to the training process. The sessions should be frank. Some Missions have found it useful to schedule a one-on-one between the JO and the Mission DLI Coordinator at least once per quarter. Such interaction provides an opportunity for the Mission DLI Coordinator to review the JO's performance and solicit the officer's views on the training experience.

Some Missions have found the following practices useful for structuring DLI JO's rotations and on-the-job training:

- Meetings: DLI JOs have attended country team meetings and staff meetings of other offices and have accompanied the Supervisor of Record to as many of his or her meetings as possible.
- Mission Front Office: DLI JOs have shadowed the Mission's Director and Deputy Director from time-to-time, and reviewed executive correspondence (with the exception of personnel and other sensitive matters). DLI JOs have also attended front office meetings and traveled to site visits with the Director or Deputy Director.

- Contacts with Implementing Partners and Host Country Counterparts: DLI JOs have attended meetings with these players, when appropriate, and in some cases have been embedded with implementers and host government ministries for an “outside” perspective on USAID work.
- Other External Partners: Some Missions have arranged DLI JO rotations at the U.S. Embassy, other U.S. Government agencies at post, or with other donors. DLI Officers could also gain useful experience through rotations on capacity building and alliance building teams or other types of cross-cutting efforts to meet Agency objectives.

\*It is important to recognize that DLI Officers will hone their skills in many different ways and should be given a variety of opportunities to undertake initiatives that will increase their learning (such as organizing brown bag sessions, working with Congressional delegations, and assuming other specific post responsibilities).

\*Finally, on-the-job training, particularly during the DLI JO's second year, should include the opportunity to gain direct experience in managing USAID activities in both technical and support backstops. This could include serving as an alternate COTR/AOTR or other types of duties depending on the learning objective.

#### **\*B. Formal Training**

\*Any required and recommended training should be included in each DLI Officer's updated IDP and the Memorandum of Agreement.

USAID expects DLI JOs to take Agency training courses during their Mission training, as part of their skill building effort, and to prepare them to take on the full range of FSO duties after their first overseas tour.

Other required formal training courses should be built into the DLI Officer's training plan while at the Mission. The Mission should include funding for these courses in the DLI Officer support-cost budget the Mission submits to the Agency DLI Coordinator.

The USAID Office of Human Resources Training and Education Division (OHR/TE) provides a wide variety of e-learning courses through USAID University's Learning Management System. More than 2,500 courses are available to Agency employees at no cost. (See <http://inside.usaid.gov/HR/university/index.cfm>.) **[Note: This Web site is only available on the USAID intranet.]**

#### **\*IV. DLI Junior Officer (JO) FS-06 and 05 Evaluation and Administrative Promotion**

(The following guidelines do **not** apply to DLI MCOs, who fall under the regular Foreign Service Evaluation System as discussed in Section V.)

\*During the DLI Junior Officer (JO) Program, which consists of a training period in Washington and a 24-month directed posting overseas, the Agency will consider DLI JOs for two administrative promotions. Individuals entering the Foreign Service (FS) as JOs through the DLI Program are in training status until they attain promotion to the FS-04 class.

\*Administrative promotions and assignment to the first non-directed posting are contingent on meeting the requirements of the DLI Program, that is, meeting all the skill standards of their FS class. Therefore, performance appraisal is an important factor in the DLI JOs' success in USAID. DLI JOs' performance appraisal is accomplished through an administrative review based on the Agency's AEF process (see Section IV.E below).

\*The DLI JOs' administrative review and promotion cycles are not linked to the career Foreign Service performance evaluation cycle, but are based on the Entry on Duty (EOD) date of their class. Consequently, each DLI class will be on a different administrative review and promotion cycle. The different class cycles with the AEF rating cycle dates for both the DLI administrative review cycles and regular FS cycles are listed on the DLI Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.]**

\*OHR management will conduct an initial administrative review of the DLI Junior Officer 11 months following the EOD date of the class so that a promotion (from FS-06 to FS-05) can be effective after 12 months in grade. The promotion is based on a determination that the DLI JO has met all the skill standards of his or her class.

Management will conduct the second review 12 months after the initial review (23 months following the EOD date of the class) so that a second promotion (from FS-05 to FS-04) with a satisfactory rating can be effective after 12 months in grade, and 24 months after EOD.

Thus, assuming satisfactory performance appraisals, the DLI JO would receive two administrative promotions (with corresponding grade/salary increases) in 24 months.

**These promotions are not automatic; the DLI JO must have met all the skill standards for his or her class and must have met all work objectives in order to receive an administrative promotion.** (See further discussion of promotion criteria in the sections G and H, below.)

#### **A. Work Objectives and Performance Measures**

Work Objectives (WOs), Performance Measures (PMs), and the Foreign Service Skills Matrix (See [USAID form a 461-4](#)) serve as the basis for evaluating a Foreign Service Officer (FSO)'s performance. Given the focus of time spent in USAID/W initially, DLI JOs should have only the one OHR Mandated WO for the first performance cycle (from EOD through month 11 after EOD).

\*An asterisk indicates that the adjacent information is new or substantively revised.

The DLI Officer should work with his or her USAID/W supervisor to insert this OHR mandated WO and PMs into the Annual Evaluation Form (AEF). Only sections 1 through 5 of the AEF form should be completed within the first 45 calendar days following orientation. See the Sample DLI JO initial AEF on the DLI Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.]**

**Mandated Work Objective:** Demonstrate understanding and working knowledge of USAID programming processes and [list backstop] technical areas through completion of formal and informal trainings, e-learning opportunities, and rotations.

**Performance Measures:**

1. Participate in formal and informal training, including required Agency training; and
2. Complete [list backstop] technical training and demonstrate understanding of key backstop programming priorities.

If relevant, the DLI JO's supervisor at post may establish Mission-specific WOs and PMs within 45 calendar days following the DLI JO's arrival. These additional WOs pertain to the remainder of the DLI JO's first performance rating cycle, or to the second rating cycle, whichever is appropriate.

For example, a DLI JO who entered on duty in March 2009 and arrived at post in July 2009 would have at least two WOs for the first performance cycle. A DLI who entered at the same time, but did not arrive at post until February 2010 would have only the mandated WO for the first performance cycle.

For the second rating cycle, all DLI JOs should have a professional development-related WO and at least one other WO and PM.

DLI JOs who are still in training status after their second performance review should have WOs and PMs related to the significant trainings and rotations to be accomplished during the rating period. They should also have at least one other WO with PMs that reflect other work and accomplishments. These WOs and PMs should be based on the Foreign Service Skills Matrix and the specific tasks assigned by the supervisor(s).

WOs and PMs should be outcome-focused and reflect the major competency requirements identified in the IDP (though the IDP cannot be included as a WO). Each WO will have corresponding PMs that are objective, measurable standards that the Agency expects the DLI JO to meet. These are normally written in terms of quality, quantity, timeliness, and cost-effectiveness. There must be no more than three WOs at any one time, and no more than two corresponding PMs for each WO.

The Agency considers the development, maintenance, and accomplishment of the overall IDP as a DLI JO's continuing responsibility. WOs and PMs should be directly tied to tasks and rotations carried out in both USAID/W and in Missions. While foreign language proficiency acquisition does not qualify as a WO, it is appropriate to include time spent at the Foreign Service Institute for language training under the "Role in the Organization" section of the AEF.

## **B. Appraisal Input Form (AIF)**

The Rating Official uses an [Appraisal Input Form \(AIF\)](#) when there is an official change of Supervisor of Record for an employee within an evaluation period. The Rating Official uses an AIF whether this change is for a limited time period for a rotation or a permanent change of supervisor. (When required, the AIF is also used by current supervisors to document an employee's performance at the end of the 60-day notification period for corrective actions.)

The [AIF](#) conforms to the performance plan in the AEF and documents the employee's performance during the rating cycle for periods lasting 30 days or more, including rotations. The Rating Official forwards the AIF, with optional employee response, to the employee's next Rating Official (or Administrative Officer or Executive Officer). The next Rating Official will consider and incorporate AIF information into the final AEF at the end of the rating cycle.

**DLI Officers whose AEFs are due shortly after arrival at post should ensure that their Supervisor of Record in USAID/W sends a completed [Appraisal Input Form](#) and any rotation memos to the Mission supervisor for use in preparing the AEF.**

## **C. Rotation Memoranda**

DLI JOs will spend some time while in USAID/W and considerable time while overseas in rotational assignments to other offices. These rotations align with the IDP so that the DLI JO will attain the competencies and skills needed to be a successful FSO in his or her backstop. The rotation memorandum sets out the responsibilities, deliverables, and skills to be addressed. All parties must agree to the scope of the assignment beforehand. For guidance on writing a rotation memo, see the Sample DLI Officer Rotation Memo on the DLI Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.]**

Rotation assignments can range from days to months. For rotations exceeding 30 days, rotation supervisors must document DLI JOs' performance on an AIF. For rotations lasting fewer than 30 days, rotation supervisors may use the rotation memo to document DLI JOs' performance. Remember, **when a rotation exceeds 30 days, an [AIF](#) is required instead of a rotation memo.**

### **\*D. Mid-point Progress Review**

The Supervisor of Record 180 days following the DLI JO's EOD date is responsible for completing a mid-point progress review (section 6 of the AEF form).

If a DLI JO will depart for post before the 180 days have passed, the USAID/W supervisor should provide to the supervisor at post an AIF two weeks before the JO's departure. The supervisor at post is then responsible for preparing the mid-point progress review.

If the JO is in language training at the 180 day mark, the Supervisor of Record will document this in Section 6 of the AEF and will use any other training activities, rotations, etc., as the basis for discussing the DLI JO's mid-point progress.

### **\*E. Annual Evaluation Form**

USAID uses the [Annual Evaluation Form \(AEF\)](#) to determine an employee's performance, skills, and potential. OHR retains the first two DLI JO AEFs in the employee's Evaluation file and they become a part of the documents used by the Foreign Service Tenure Board.

It is imperative that JO DLI Officers develop a strong understanding of the nuances of the AEF process during the DLI training program. This training program allows DLI JOs to develop critical skills and knowledge that will be greatly beneficial when they enter the regular evaluation system.

Though not required to prepare an [Employee Statement, form AID 461-2](#), employees are strongly urged to do so and to submit one along with their AEF. Foreign Service Performance Boards place great value on the Employee Statement, and the DLI period (FS-06 and 05) is a good opportunity for employees to get into the practice of preparing substantive and AEF-additive comments.

\*The Supervisor of Record will conduct the initial AEF administrative review of the DLI JO at 11 months after the EOD date of the DLI class. The second review will be conducted 12 months after the initial review. The person who is the DLI Officer's Supervisor of Record on the last day of the rating period is responsible for preparing the Annual Evaluation Form.

The supervisor will prepare a written appraisal of the DLI JO's performance against Work Objectives and Performance Measures for the rating period. For this written appraisal, the supervisor uses:

- Comments from peers, supervisors, and subordinates (360-degree input),
- Rotation memos,

- The DLI JO's self-assessment of performance,
- The mid-point mandatory Progress Review,
- Appraisal Input Forms, and
- His or her own independent assessment.

The supervisor must not include the DLI JO's coach in the AEF process.

\*DLI JOs should receive an AEF at the end of each rating period. If a DLI JO has not been performing under an AEF work plan for at least 120 consecutive calendar days during the rating period, he or she will receive an AIF for that period. This AIF will be used, along with any other AIFs and rotation memos, as the basis for the final AEF.

If a DLI JO is enrolled in language training at the end of the rating period, the supervisor of record should prepare the AEF as stated above, noting that the employee was in language training for the balance of the rating period. The Mission Executive Officer or USAID/W Supervisor of Record will submit the final AEF in PDF format to OHR/FSP/SP.

Given that each DLI class is on a different AEF cycle for administrative promotions, some JOs will have gaps between their training period AEFs and their first regular FSO AEFs. Others will have a shortened period for their first regular Foreign Service performance cycle.

Thus, a DLI class that entered on duty in January 2009 would fall under the regular FS Evaluation cycle April 1, 2011 through March 31, 2012, and would have a Performance Plan/AEF and a rating for that period. These officers are not required to have an AEF for the period January 1, 2011 through March 31, 2011, since the period is less than 120 days. However, they may wish to provide some documentation of their performance during this period (for example, a rotation memo or AIF) for use in completing their AEF.

A DLI class that entered on duty in June 2009 would fall under the same rating cycle April 1, 2011 through March 31, 2012, but would receive their first regular Foreign Service rating for the period June 2011 through March 31, 2012, since there are at least 120 calendar days in the regular FS rating cycle following their JO AEF in June 2011.

Rating Officials must use the Foreign Service Skills Matrix to prepare the AEF. The skill areas define the performance expertise the Agency expects of the employee according to his or her personal grade level. [ADS 461.3.6.1](#) provides guidance for Rating Officials on the use of the Skills Matrix. The Matrix consists of four skill areas with four to five sub-skills each.

In preparing the AEF, Rating Officials

\*An asterisk indicates that the adjacent information is new or substantively revised.

- Must not make recommendations for promotion or tenure;
- Should discuss all four skill areas (Resource Management, Leadership, Technical and Analytical, and Teamwork and Professionalism) in relation to the employee's rank/grade;
- Should discuss comments from peers, supervisors, and subordinates (360-degree input), and
- Show how the employee made an impact on the overall office, Mission, or sector.

Rating Officials should also discuss the employee's willingness to be innovative, take on non-traditional or hardship assignments, and take calculated risks. Raters should consult [ADS 461.3.6.2, Skills Feedback Worksheet](#) and [ADS 461.3.7, Employee Feedback Sessions](#).

#### **F. Appraisal Committees**

All JO AEFs must be established, monitored, and reviewed with support from an Appraisal Committee (AC) either at the Mission or the home Bureau. ACs provide the final quality control review before the supervisor submits an AEF to the OHR JO Administrative Promotion Panels.

The three-or-more-member AC provides an organizational perspective to the DLI JO AEF process and ensures accuracy and objectivity. The AC can recommend changes to the AEF, but if the AC and the Rating Official cannot agree on language, the Principal Officer of the Operating Unit (typically the Mission Director) must attempt to resolve differences. If the Rating Official and AC still do not agree, the AC may document its recommendations in the AEF, Section 8b.

The Principal Officer of the Operating Unit is responsible for establishing and determining the number of DLI JO ACs for the unit, and the members and chairpersons of each AC. The Principal Officer is accountable for ensuring that the Operating Unit adheres to the Employee Evaluation Program (EEP) policies and procedures in relation to JO reviews and schedules.

Ideally, all AC members will have first-hand knowledge of the performance of every DLI JO being reviewed by the committee. At least one member must be directly familiar with the work of each DLI JO under review. Full discussion of AC duties and responsibilities and criteria for selecting AC members is in [ADS 461.3.1.4](#).



## **\*G. Administrative Promotions**

To expedite the administrative process for promotion decisions, a DLO JO Administrative Promotion Panel will evaluate each DLI JO's first two AEFs (or three in cases where promotion has been delayed).

OHR/FSP/SP establishes the DLI JO Administrative Promotion Panel at appropriate intervals for each DLI JO class prior to the first and second anniversaries of entry into the Foreign Service (refer again to the introduction to Section IV above for information on DLI JO evaluation cycles). The FSP Division will designate the panel.

Promotions are based on demonstrated ability against the standards of the skills matrix. Promotions are only granted if the DLI JO is judged to have met all the skill standards of his or her class, as well as the AEF work objectives and performance measures.

The DLI JO Administrative Promotion Panel will determine which candidates meet or exceed the standards of their current class and deserve promotion to the next Foreign Service class. The Panel's determination may include periods of language training and/or time on overseas assignments as a DLI JO in a field Mission.

DLI JOs who have achieved two satisfactory AEF ratings will move to the normal Foreign Service performance schedule and system (see again [ADS 461](#)).

\*As per [ADS 470.3.9.3](#), the DLI JO's salary level after administrative promotion will be at the lowest rate of the class to which promoted that exceeds the employee's existing rate by at least two within-class increases.

\*If the employee is at the maximum rate of the current class, Step 14, the salary after promotion will increase by at least four percent of the current within-grade level pay. Pay cannot exceed the rate range of the class. (See the current salary charts on the OHR Web site at

**[http://inside.usaid.gov/HR/regulations/payadmin.cfm#CP\\_JUMP\\_31847](http://inside.usaid.gov/HR/regulations/payadmin.cfm#CP_JUMP_31847) [Note: This Web site is only available on the USAID intranet.]**

\*The Administrative Promotion Panel will also determine which DLI JOs fail to achieve the standards of their current class (based on the FS Skills Matrix and Work Objectives and Performance Measures). Dissenting voices document their perspective for the file.

\*If a majority of the Administrative Promotion Panel votes that a DLI JO does not meet the skill standards and that performance does not warrant a promotion, then the DLI JO is not promoted to the next grade. In that case, the Administrative Promotion Panel documents in a letter to the DLI JO the corrective actions he or she must take to improve performance during the next rating period. The next opportunity for promotion will be at the end of the next 12-month rating period.

\*The DLI Officer's onward assignment to the first non-directed posting is based on USAID/W receipt of the required AEFs and corresponding administrative promotions.

Once promoted to FS-04, the DLI Officer becomes subject to the Agency's April through March Foreign Service performance evaluation cycle.

The requirements of the Foreign Service Employee Evaluation Program are set forth in [ADS 461, Employee Evaluation Program, Foreign Service and Senior Foreign Service](#) and [ADS 414, Foreign Service Appointments](#). Additional information about the Foreign Service Employee Evaluation Program is contained in the [Employee Evaluation Program Guidebook Part 1, Foreign Service](#).

\*If the DLI JO attains a satisfactory rating at the end of the second (or third in some cases) rating period, he or she will be promoted to the next grade. However, if the DLI JO fails to perform at an acceptable level by the end of that rating period, he or she will be subject to the Agency's separation process (see [ADS 414.3.10](#) and its mandatory references and [ADS 450, Termination of Time-Limited Appointments – Foreign Service \(FS\)](#) for discussion of termination policies and procedures).

**\*DLI JOs' supervisors must closely monitor and document performance (particularly in cases where corrective actions are needed) to ensure fair and accurate reviews.**

#### **\*H. Subsequent Promotions**

\*Once promoted to FS-04, the DLI Officer becomes a non-tenured FSO and is subject to the Agency's April through March Foreign Service performance evaluation cycle. At that point the annual Foreign Service Performance Boards (convened each summer) will review the DLI Officer's performance. (This assumes that the DLI Officer has served at the FS-04 level for at least 120 calendar days as of the end of the April through March rating cycle that precedes the Performance Boards.)

OHR will only promote Foreign Service Officers once in any 12-month period. Therefore, the subsequent Performance Board will not promote JOs who received their second administrative promotion in the same 12-month period. New employees need to demonstrate performance at the higher level for a sustained period in the Mission work environment—promotions are not automatic.

\*See [ADS 414.3.5](#) and [414.3.6](#) for further discussion of Foreign Service Performance Evaluation and Promotion and Tenuring. (As noted in the introduction to Section IV., above, the requirements of the Foreign Service Employee Evaluation Program are contained in [ADS 461](#) and in the [Employee Evaluation Program Guidebook, Part 1, Foreign Service](#).)

#### **\*V. DLI Mid-Career Officer (MCO) Evaluation and Promotion**

Although DLI MCOs are career conditional employees rather than tenured FSOs, they fall under the regular Foreign Service Evaluation System. As such, they are evaluated on the same basis as other USAID Foreign Service Officers. (See links in Section IV.H,

above for complete details.) Because DLI MCOs are ranked with other USAID Foreign Service Officers, DLI MCOs should:

- Have an Annual Evaluation Form (AEF) Performance Plan with Work Objectives and Performance Measures within 45 calendar days of the conclusion of their orientation;
- Not have a mandated Work Objective or any Work Objective that refers to training; and
- Ensure that the Work Objectives and Performance Measures contribute to the work of the organization.

In other words, gaps are identified in the officer's Individual Development Plan and/or Memorandum of Agreement, not in the Performance Plan.

While required trainings and work assignments might be identified to help enhance the DLI MCO's competency, the initial Supervisor of Record and the DLI MCO should work closely to develop a Performance Plan that will allow the DLI MCO to gain knowledge and skills while performing his or her job. The Supervisor of Record should ensure that the Performance Plan is at a level that will allow the DLI MCO's performance to be ranked against others in his or her backstop and grade level.

If the DLI MCO is still in USAID/W when the end of the rating period occurs, and the individual has been working under the Performance Plan for at least 120 days, the Washington supervisor will complete an AEF.

Just as for other Foreign Service Officers, if the DLI MCO transfers to an overseas assignment before the end of the rating period, the initial supervisor forwards a completed [Appraisal Input, form a400-1B](#) to the supervisor at post for use in completing the DLI MCO's AEF at the end of the rating period.

While a Foreign Service Officer is not required to have an AEF for a period of less than 120 days, USAID encourages documentation of performance through Appraisal Input Forms or other means during such periods. This is helpful in making Missions and others aware of the MCO's performance; the MCO may not be proficient in USAID procedures upon arrival at post and will need continued guidance.

#### **\*VI. Completion of the DLI Program**

DLI JO officers are considered to have graduated from the program when they have been promoted to FS-04 and have served their first 24-month directed tour of duty. (Note that first tours for some DLI JOs might be more or less than 24 months depending on the date of the DLI JO's onward assignment or if promotion to FS-04 has been delayed).

\*An asterisk indicates that the adjacent information is new or substantively revised.

Since DLI MCOs are generally assigned to existing positions and immediately function as part of USAID's normal performance management system, they do not "complete" the DLI program but proceed to their first overseas assignment when they are ready.

## **\*VII. Extensions and Curtailments**

The following are the procedures for requesting an extension or curtailment of the directed assignment. (See [ADS 436.3.11.5](#) and [436.3.11.6](#) for full discussion of the policy regarding overseas tours.)

1. The Office of Human Resources (OHR) must process all requests or notifications for an extension or curtailment of a DLI JO's training tour. Requests should be referred to the appropriate Staffing Specialist within the Foreign Service Staffing Branch (OHR/FSP/FSS).
2. In the case of requests for extensions of fewer than three months, the Foreign Service Staffing Specialist will contact Mission management and, if the timeframe for notification is realistic, will advise the Mission that under **ADS 436.3.11.5b**, OHR considers the request as Mission approval and notification. The Staffing Specialist will copy the Chief of the Foreign Service Staffing Branch.
3. In the case of curtailment requests for a period of fewer than 30 calendar days, the Foreign Service Staffing Specialist will contact Mission management and, if the timeframe for notification is realistic, will advise the Mission that under **ADS 436.3.11.6**, OHR considers the request as Mission approval and notification. The Staffing Specialist will copy the Chief of the Foreign Service Staffing Branch.
4. For extension requests that exceed three months but are less than one year and curtailment requests that exceed 30 days, the Chief of the Foreign Service Staffing Branch will schedule and present the request for discussion at the next meeting of the Exceptions Committee. As part of the discussion, the presenter indicates if request is within the timeframe to allow for proper consideration in planning for training and onward assignments.
5. The Foreign Service Staffing Specialist will communicate to the Mission the decision of the Exceptions Committee.

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